

Competencies Role: HR Strategic Partner

Competency

Competency Description

Characteristics, Behaviors, Attributes, Skills

Enterprise Integration

Gaining and utilizing insights into the enterprise business processes (e.g., financial management, budgeting, etc.) by understanding the linkages and interactions between the elements that comprise the enterprise.

- Apply understanding of agency component responsibilities.
- Systematically **coordinate** with **all aspects** of **organizational systems and processes** and ensures each piece is considered in the design and development of changed or new processes.
- **Respect others** by considering organizations, entities, and individuals in **problem solving** and **decision making**. Avoid looking at the parts without considering the whole.
- Develop and communicate conceptual framework or vision of an integrated enterprise, enabling others to identify their role and steps for implementation.
- Apply understanding of the vision, mission, functions, resources, business strategies and constraints of the agency and how HR strategy contributes to the agency performance.
- Initiate integration of HR program requirements into larger organizational performance metrics.
- Use **critical thinking skills** to analyze information used as a basis for decision making to further organizational goals.

Enterprise Integration

Gaining and utilizing insights into the enterprise business processes (e.g., financial management, budgeting, etc.) by understanding the linkages and interactions between the elements that comprise the enterprise.

Proficiency Level 1 – Awareness

- Familiar with key business system and process drivers
- Understand and describe agency component responsibilities
- Describe DoD's core mission and functions (core lines-of-business) in terms of the workforce and HR systems support
- Demonstrates sound business sense

Proficiency Level 2 – Basic

- Understands organizational theory and practice
- Demonstrates familiarity with business financial measures and can explain the benefits of HR initiatives in financial terms
- Uses an understanding of human behavior when developing strategies to improve organizational performance
- Understands the workforce and related mission critical competencies
- Works across organizational boundaries and understands a range of business processes
- Assists line managers to develop their own HR competencies

Proficiency Level 3 – Intermediate

- Monitors emerging issues that may impact the dynamics between the needs of the business and HR processes and systems
- Ensures factors that impact organizational effectiveness are incorporated in the enterprise-wide strategy
- Understands the business cycle and is able to influence key business strategies and initiatives
- Develop and communicate conceptual framework or vision of an integrated enterprise, enabling others to identify their role and steps for implementation
- Demonstrate a sound understanding of systems design concepts
- Identifies the critical capabilities and behaviors to achieve the organizations' strategic goals

Proficiency Level 4 – Advanced

- Lead processes to develop and implement key business drivers and ensure HR processes and systems deliver the required business outcomes
- Apply understanding of the vision, mission, functions, resources, business strategies, and constraints of the DoD and how HR strategy contributes to DoD's performance
- Articulate to and influence DoD leaders and decision-makers enterprise-wide and business unit performance expectations and values

DoD HR Career Program

Proficiency Level 5 – Expert

- Shapes and redefines the capabilities of the HR function to support changing business needs and overall workforce performance factors
- Serves as an authority and provides leadership in the integration of HR program requirements into larger organizational performance metrics
- Demonstrates a depth of knowledge and experience in understanding the linkages and interactions of the enterprise business processes and support systems and guides executive and director level staff through processes to align common systems/practices to achieve overall workforce success.

The table below displays the proficiency level for the Enterprise Integration competency assigned by grade level (grades 5 through 15). Although the role of an HR Strategic Partner would probably range between the GS 14 and 15+ grades, awareness or basic understanding of the knowledge, skills, and abilities associated with this competency could be developed while in the HR Specialist and HR Advisor roles.

Enterprise Integration Competency Proficiency Level							
Pay Band							
[pb 1]		[pb 2]			[pb 3]		
Grade Level							
5	7	9	11	12	13	14	15+
Proficiency Level							
1	1	1	2	3	3	4	5